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Passing the Baton

by John Brown III
ECFA Board Chair

Leadership of a ministry has many similarities to a relay race. When one leader completes his or her service, it is time to pass the baton to a new leader. Each runner or each leader may be very talented and gifted, but it is critical that the baton be properly passed from one to the other.

At ECFA, the baton is passed infrequently. In ECFA's 27-year history, there have only been four full-time presidents—and Paul Nelson has provided leadership to ECFA for the last 12 years.

It is the goal of the ECFA board to model board governance for its members. However, it was Paul Nelson who set the example for other ministries when he shared his plans to leave ECFA with a 24-month advance notice. With this time flexibility, the ECFA board had adequate time to engage in an orderly, thoughtful succession process.

Our board called on former ECFA board chair Joyce Godwin, to head the Search Committee. Joyce is a former health care administrator and nonprofit board expert from Albuquerque, NM. She readily accepted this important assignment, providing excellent leadership to the Committee and has committed untold hours to the process.

The board elected five of its own members to serve on the

continued on page 2 ►

FEATURE FEATURE FEATURE FEATURE

ECFA Announces New President

by Dan Busby, ECFA Vice President

At the March 20 board meeting of ECFA, Ken Behr was officially named the new President, succeeding Paul Nelson who is retiring after a twelve-year term. Ken will assume this leadership position on May 1, 2006.

Ken is no stranger to ECFA. As Chief Operating Officer of North Way Christian Community, a 3,500-member non-denominational congregation outside Pittsburgh, Pennsylvania, Ken was so convinced that North Way should be a member of ECFA that he led the effort to make bylaw changes so that the church would qualify for membership.

Ken comments: "I'm humbled and at the same time very honored to have this opportunity to lead ECFA. I'm anxious to get acquainted with the diverse members of ECFA."

Ken's journey towards joining ECFA began as a tugging in his heart when he read about Paul Nelson's upcoming retirement in the ECFA newsletter. He was further nudged by a close friend and colleague in ministry who suggested that the Opportunity Profile "fit him to a T." By the time People Management contacted him, Ken and his wife, Carol, were already in prayer about



whether he should submit an application.

After six months of hard work considering eighty-three nominees, and based upon the needs the ECFA board identified, and upon the clarity God gave them, it was evident to the committee that Ken Behr was by far the strongest candidate.

One need the board had identified was the ability to bring stronger marketing to the organization, and the

“The Search Committee worked for six months — reviewing 83 nominees.”

committee focused on this concept in their candidate questioning.

The board is confident that Ken understands ECFA and will be highly effective in improving it.

continued on page 2 ►



- ✓ Blueprint for Mission Creep **p.3**
- ✓ Give Your Financial Statements a Check-up **p.5**
- ✓ Recent Developments **p.7**

Passing the Baton

—from page 1

committee: Michael Batts, Rebekah Basinger, Michael Little, and Wes Willmer. As the board chair, I served on the committee in an ex-officio capacity.


The board desired the process be professionally carried out. Therefore, we engaged the services of a national search firm, People Management. The search, led by Rob Stevenson and Tommy Thomas, was well-served through scope and depth of their networking and other methodology. It was our fervent prayer that God would reveal His will through the search process which resulted in a list of nearly 90 potential candidates.

The process of screening, background checking, testing and other search-related steps required extensive work by the search firm and many meetings of the search committee.

We believe God has clearly revealed His will through the search process. First, the search committee

“We believe God has clearly revealed His will through the search process.”

prayerfully reached a unanimous recommendation concerning Ken Behr. Then the ECFA board unanimously voted to elect him as the next president of ECFA. It is the assurance that God has signalled the direction in the succession process that personally gives me confidence in the result that occurred.

The ECFA board is convinced that Ken Behr will be an outstanding leader in the coming decade for our organization. I believe that he is a man of great personal integrity, professional ability, sincerity, humility, and spiritual maturity. Our ECFA board members look forward to working with Ken Behr to effectively serve our membership through a continued commitment to high standards in board governance, fund-raising ethics, and financial accountability. 

ECFA Announces New President

—from page 1

Extraordinarily perceptive and a quick study, Ken also has the visionary qualities and the ability to articulate thoughts that are essential for the position. Here are just a few comments from ECFA board members:

- “Ken Behr quickly stood out to the Search Committee because of several unique qualifications: spiritual life and walk, professional work experience, and an unusual blend of entrepreneurship and aptitude for learning new things. He possesses a unique blend of humility, tenacity, and energizing childlike wonder that will serve ECFA well.” — Michael Little, President/COO of Christian Broadcasting Network and ECFA search committee member.

“Ken desires to capitalize on the great work of ECFA members.”

- “After having served six years on the ECFA board, I am impressed to see someone of Ken Behr’s calling and experience take over the leadership of ECFA. I came to World Vision with a similar corporate background and I have found that everything I did in business could be applied to the nonprofit world. I believe the same will be true for Ken Behr.” — Richard Stearns, President of World Vision and ECFA Executive Committee member.

- “Ken Behr will do a superb job leading ECFA. I look forward to working with him to serve the ECFA membership. He is highly talented and will lead well.” — Lauren Libby, COO of The Navigators and Chairman of the ECFA Standards Committee.


- “I value orderly succession and I am very excited to see Ken Behr bring his wisdom, energy, experience and contagious faith to the service of ECFA membership and God’s eternal kingdom.” — Elisa Morgan, President of MOPS International.

In addition to serving as a

member of the Pastoral Staff as Chief Operating Officer of North Way Christian Community, he also served as adjunct Professor of Business at Geneva College in Beaver Falls, PA, and earlier at Florida Atlantic University. Ken has taught International Business, Finance and Entrepreneurship at undergraduate and graduate levels, and is a frequent speaker at various educational and ministry conferences. His present ministry at North Way includes responsibility for Finance, Human Resources, Operations, Purchasing and Facilities. Recently he assisted in a \$12-15M Campus Development and Capital Campaign for the church. In addition, Ken has been a leader in the Good \$ense Ministry of the Willow Creek Association.

Prior to joining the North Way staff, Ken served 25 years in corporate positions, most of them in various capacities at Ford Motor Company, in both domestic and international assignments. Ken spent time on three continents for Ford, ultimately serving as President of the Ford Financial Group in Mexico City, Mexico. In Mexico, Ken held the position of President and General Manager of the international subsidiaries of Ford Credit, Primus, Jaguar Credit and Volvo Car Finance.

These roles have given Ken valuable experience working in a highly regulated environment, and integrity, transparency, accuracy in reporting, attention to detail and knowing the law is the norm.

Ken has been married for 30 years to his wife, Carol, and they have two children and two grandchildren. 



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The Next Season of Life




It is hard to put into words the joy it has been for me to serve ECFA during the past 12 years. Building on a firm foundation, I have not only watched ECFA's membership grow from 675 to 1,200 but have seen the organization mature in reputation and influence around the world in both the Christian and secular nonprofit communities.

As I pass the baton to ECFA's new president, Ken Behr, I will certainly miss the many opportunities I have enjoyed of interacting with so many dedicated leaders of diverse Christian ministries. The creativity in sharing the Good News of the Gospel is without end!

At the same time, I am excited for the future of ECFA and pray God's hand of blessing will be upon Ken as he seeks to use his gifts to bring expanded service to members and awareness to the donor public. I have spent considerable time with Ken and have observed with interest how similar our career backgrounds are in that both of us have come out of the corporate world before entering fulltime ministry. Ken and I are committed to a smooth and effective transition.

As I say goodbye to this chapter in my life, I am confident that ECFA is in good hands as Ken assumes the presidency on May 1, 2006. I wrote in my final report to the board, Ken is "an experienced manager with a deep spiritual commitment and one who is prepared to build on and extend this report."

Thank you for 12 incredibly fulfilling and rewarding years of service through the ministry of ECFA. As I step aside, I would like to leave you with the Apostle Paul's challenge in I Cor. 15:58: "Therefore, my beloved brethren, be steadfast, immovable, always abounding in the work of the Lord, knowing that your labor is not in vain in the Lord." —PDN 



Blueprint for Mission Creep



by Robert Hodge



Mission creep sounds like an insidious force that changes an organization's primary focus to something less than its mission, vision, and heritage. While it may not be all that insidious, mission creep is a documented phenomenon that usually damages an organization.

Completing a mission is one reason for organizations to change their mission, but it is far from common. More often the causes for mission creep lie in finances, personnel, organizational structure, demographics, or philosophy. Each of these causes, in turn, comes in obvious and not-so-obvious forms.

The influence of money. "Chasing after the money" is commonly cited as the basis for incremental if not dramatic shifts away from the core mission. The chase can start with financial good news or bad news. An example of this phenomenon would be a small rescue mission receiving a renovated hotel for housing the homeless without receiving commensurate support for ministry staff. The larger shelter, while still rescuing people from the streets, simply cannot offer the intensive personal ministry that had been the mission's hallmark.

On the flip side, tight budgets pressure organizations to broaden their mission and values, allowing for greater reach (in terms of staff, potential donors, and persons ministered to) but often leading to a loss of the original vision. One Christian college in the early 1990s, needing more students to remain full, downplayed its denominational background. The plan backfired as the distinctives of the university were temporarily hidden. Faculty with good academic credentials but heritage-opposing doctrinal beliefs were

hired and later let go with great pain. Fewer students chose to matriculate as they did not grasp or appreciate the now-hidden distinctives of the university. Recapturing the distinctives and alumni support has taken years, and the university has become more focused and is enjoying increased attendance, campus community, and academic quality from united faculty.

The influence of personnel. Personnel changes, though inevitable and sometimes desirable, can also cause an organization's vision to wander. Changes in leadership at the senior or board level will inherently bring a different perspective to the mission of the organization. Recruiting and selecting new staff will bring different thoughts about the organization. Where a mission statement is broad

“Often, we all bring our own ‘hobby horses’ to an organization.”

enough to identify the general outcomes, the specific outcomes and pathways to get there may be interpreted differently by each new person based on his previous experiences.

Whether a board member, new staff member, donor or executive director, often we all may bring our own "hobby horses" to an organization. Each person would like to work in his area of greatest expertise, demonstrating mastery in something, gaining some early wins. A staff recruiter who makes hiring decisions based only on competency and character may innocently bring staff into the organization that do not grasp or appreciate the mission and values. The same issue applies to leaders, board members, and the most senior leader.

The influence of organizational structure. The personalities and

continued on page 4 ➤

Blueprint for Mission Creep

—from page 3

experiences of the people in an organization certainly influence its direction, but so do the structures in which those people operate. At the board level, the committee structure itself can shift the direction and priorities of an organization. Aligning committees along operational lines can divert the board's attention to three-month issues rather than three-year or 30-year issues. An operations board whose executive director is an implementer of board decisions defines an environment where no group formally "owns" the mission and values. Relegating the mission statement and values to a committee begs the question of what is so important that it does not allow the entire board to be fully attentive to mission and values.

An over-emphasis on evaluative metrics—or poor usage of them—may pull an organization toward that which is small and most easily measured at an operations level, and away from that which is most important and more subjective. Measurement of parts does not assure an adequate measure of the whole. The transformation of human lives is complex, usually inefficient, and difficult to measure. Donors, foundations, and others increasingly base their funding decisions on quantitative data that can override or overwhelm qualitative knowledge and prayerful discernment. Some have noted that, under much of today's drive for efficiency as measured by emerging standards of analysis and evaluation, Jesus would not be fundable.

The influence of demographics. Like competition, demographic shifts create a temptation toward mission creep with internal and external components. Internally, new generations will change the interpretation of values and worldview of the organization as the generation gains greater influence. Externally, organizations must be increasingly adaptive to remain relevant to the changing communities that they serve. Yet they will do well to allow for much adaptation of the "how" of ministry while not causing or allowing an unintentional change in "what" or "why" of the organization.

Over time, those served may change. A neighborhood church or social service ministry will most likely see the demographics of those served change significantly over time. A mission statement that focuses on a narrowly defined group of people will suffer; a mission broader in scope, focusing on ends rather than means, will endure, possibly even becoming more successful. Alternately, the people served might stay constant, but their real and perceived needs could change, sometimes quite rapidly. For example, church planting missions in earthquake-torn Pakistan had to adapt quickly to simply keep those served alive.

The influence of philosophy. Whether changes in finances, personnel, structure, or demographics push an organization from its moorings may ultimately depend on whether

“Have we shifted from proclaiming Christ to offering services indistinguishable from secular organizations?”


the organization's philosophy remains tethered. The biggest challenge in this area is secularization.

Secularization may be the single greatest cause of mission creep in Christian organizations. Historian George Marsden, in his 1995 book, *The Soul of the American University: from Protestant Establishment to Established Non-belief*, recounts this process for one sector of the non-profit world. The people who built America's universities tended to be ardent, active Protestants. Marsden writes, "In the late nineteenth century, when American universities took their shape, the Protestantism of the major northern denominations acted as a virtual religious and cultural establishment. . . . As late as the 1950s it was not unusual for spokespersons of leading schools to refer to them as 'Christian' institutions." Over the next decades, however, "Many of the same forces set in motion by liberal Protestantism, which rooted out traditional evangelicalism from university education,

were eventually turned against the liberal Protestant establishment itself. Now, while it is the spirit of liberal Protestantism that arguably survives, normative religious teaching of any sort has been nearly eliminated from standard university education."

This dramatic shift did not take place overnight, nor did it result from any organized campaign of militant atheists. In many cases, the desire to obtain government funding has prompted educators (and leaders of other types of non-profits) to tone down the offensive "Christianese." At some point, the primary focus of their organizations shifted from "Christ proclaiming" or "Christ honoring" to providing services indistinguishable from secular organizations.

Accreditation plays a role in potential mission creep as well. Accreditation and certification agencies are often not government agencies, yet they exert influence as gatekeepers for funds, clients and licenses to practice. For example, children's homes, colleges, medical clinics and social service ministries must meet strict guidelines to assure quality, but "quality standards" increasingly pressure organizations to ease up on "restrictive" policies and practices often tied to their faith. Who they hire—their selection criteria based on religious or sexual practices—and explanations of their faith in service programs are influenced heavily by accreditors with secular agendas not defined by the actual laws.

A final thought. A significant cause of mission creep is that people simply do not know what the mission is, or the problems of the day tend to become the focus of their attention instead. Without constant reminders to "look up" to the long term, inspiring mission and vision, people turn their head down. Daily goals focus on accomplishing tasks within the circumstances of the day. Nehemiah learned that he had to renew the vision about every four weeks or the circumstances would be sufficient for people to simply drop their hands. 

Robert Hodge provides organizational and leadership development. He can be contacted at ForesightHodge@aol.com.

ECFA Board Members Elected

All five nominees for the ECFA Board of Directors were elected for three-year terms with an overwhelming vote of the existing ECFA members. ECFA welcomes these two new board members:



Sam Bettencourt is Vice President for Institutional Advancement at Alliance for Marriage, an organization that is building a coalition of groups to defend traditional marriage in our culture. Mr. Bettencourt has considerable experience in multicultural fund-raising, strategic planning, and board governance. He has previously worked at International Bible Society and Promise Keepers.



Jon Yasuda is General Manager of the Radio Division of Hi Favor Broadcasting, a cluster of Spanish language Christian radio stations in Southern California. Most recently, Mr. Yasuda was President/CEO of Asian Media Group with television stations in Los Angeles and Honolulu.

Returning to the ECFA board for a second three-year term are:




John Brown is Executive Director of the Windgate Charitable Foundation. Prior to this role, he was President of John Brown University. He served in the Arkansas State Senate from 1995-2002.



Tom McCallie serves as Executive Vice President and Secretary of the Maclellan Foundation. The Foundation is familiar to many Christian ministries for its generosity in the local, national and international arenas.



Elisa Morgan is President/CEO of MOPS International, which ministers to over 100,000 women with small children. Mrs. Morgan hosts the syndicated daily radio ministry to moms, MomSense, and is a sought-after public speaker. 

Give Your Financial Statements a Check-up

Common Nonprofit Financial Statement Mistakes

by Richard F. Larkin



How do you know if annual audited financial statements are well prepared? Do you need an accounting degree to figure this out? Let's take a walk through a set of financial statements and see if you find any of these common financial statement mistakes are applicable to your organization:

- **Board-designated unrestricted net assets reported as restricted net assets.** Board designations do not create restrictions on otherwise unrestricted net assets. Board designations may be segregated and displayed separately within the unrestricted class, if desired.

- **A debit (negative) balance is displayed in either the total or any subpart (individual fund or other component disclosed in a note) of the temporarily restricted net asset class.** It is not possible to release more restricted amounts than an organization started with. Any "overspending" of restricted net assets should be charged to the unrestricted class, unless there is an unconditional pledge to cover the deficit, in which case recording the pledge will cause the temporarily restricted class to show at least a break-even balance.

- **Revenues from exchange transactions (commonly referred to as earned income) are reported as changes in restricted net assets.** The only types of revenue which should be reported as increases in restricted net assets are contributions with specific donor stipulations as to use (such contributions are sometimes referred to as gifts, grants, allocations, etc.). These include amounts restricted by donors under matching

provisions of gifts, investment return (interest, dividends, rent, realized and unrealized gains, etc.) arising from the investment of restricted contributions and the negative side of the release of temporary restrictions. All earned income (even though there may be legal limitations on its use) and other revenue should be reported as unrestricted.

- **Reporting contribution revenue related to pledges receivable as unrestricted.** This revenue generally should be reflected as temporarily restricted because of the implied time restriction, unless (a) the donor has stipulated that

“Reporting exchange revenue transactions as temporarily restricted is a common mistake.”

when collected, the gift is permanently restricted, in which case the revenue is initially recorded directly in that class, or (b) explicit donor stipulations or other circumstances surrounding the receipt of the promise make it clear that the donor's intention is to support activities of the current period.

- **Revenue and related expenses such as from a special fund-raising event, gift shop sales, conferences, etc. are reported as a single number.** The following is permitted as gross reporting:

Gross proceeds of activity
(less expenses of activity)

Net revenue from activity

Nonprofits have flexibility in terms of where on the statement of activity the information above is reported. It may be most meaningful to report it

continued on page 6 ►

Financial Statements Check-up

—from page 5

in the revenue section, unless the expenses exceed the revenue, in which case, it may be more meaningful to report it in the expense section, with the expenses first. It is also acceptable to present the revenue and expense each in its own section. GAAP require such amounts to be reported as gross, with the exception of investment management expenses, which may be netted against investment income.

- **Not recognizing contribution revenue for all gifts-in-kind (GIK).** Some of the types of GIK most often erroneously omitted from financial statements include: free rent, services provided by another organization, and donated supplies.

- **Not reporting contributed services of volunteers that meet the SFAS 116 recognition criteria.** There can be only two reasons for not recognizing contributed services: the services do not meet the recognition criteria in SFAS 116, or there is truly no reasonable way to assign a value to the services—which should be rare. Simply choosing not to report them is unacceptable, as is claiming that no objective value is determinable when a reasonable estimated value could be determined with a reasonable and practical effort and estimation.

- **Depreciation and occupancy (operation and maintenance of plant, or similar captions) are reported as functional expense categories, rather than being allocated to other functions (program, management, fund-raising).** If an organization insists on showing such expense categories as separate line items on the face of a functionalized income statement (which is strongly not recommended), some accountants believe that this deficiency may be remedied by a footnote that discloses their functional allocation.

- **Expenses are reported in either of the restricted classes of**

net assets. All expenses should be reported as decreases in unrestricted net assets. Losses may be reported in any class.

- **Inconsistent reflection of temporarily restricted contribution revenue.** In some situations, an organization may meet the donor-imposed restrictions on all or a portion of the amount contributed in the same reporting period in which the contribution is received. To the extent that the restrictions have been met, these contributions may be reported as unrestricted support, provided that the organization has a similar policy for reporting investment gains and income; reports consistently from period to period; and discloses its accounting policy in the notes to the financial statements.

- **Improper reclassifications or transfers.** Reclassifications or trans-

“The failure to properly allocate functional expenses is a common flaw in financial statements.”

fers should not be made out of permanently restricted or into temporarily or permanently restricted (permitted only for the matching portion of a restricted challenge [matching] gift or grant). Any reclassification is permitted as a correction of an error (prior-period adjustment). Further, any reclassification is permitted if a donor of a gift changes the nature of a restriction, in a year subsequent to initial recording of the gift.

- **Any amount (other than prior-period adjustments and, of course, beginning and ending net assets) is reported below the caption “Change in Net Assets.”** There *may* be any number of subtotals above Change in Net Assets, but too many are discouraged in the interest of reader understanding.

- **Some expense categories are not allocated to all affected functions, such as fund-raising.**

For example, it is inappropriate to automatically include all occupancy, utilities, depreciation, insurance, etc., in management expenses, or to not allocate a portion of these items to fund-raising if, as is usually the case, they have benefited the fund-raising function to some extent. If salaries have been allocated to a function, then it is improbable that no occupancy expense is allocable to that function (the employees have to sit somewhere!). Even if the amount properly allocable to a function is small, the allocation should be made to avoid giving the impression to a reader that the organization (or the auditor) does not understand proper allocation procedures.


- **Failure to adequately make footnote disclosures.** Two of the disclosures most often overlooked are:

A. Donated services of volunteers. The footnotes should include the nature and extent of contributed services received, a description of the activity(ies) involved, amount recognized (encouraged but not required: fair value of contributed services received but not recognized).

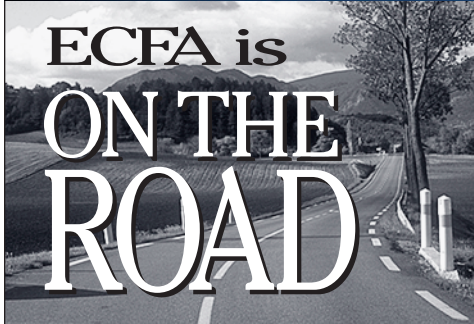
B. Nature of restrictions on both temporarily and permanently restricted net assets

- **Inappropriate use of net assets sub-captions.** If the unrestricted net assets caption includes a sub-caption for equity in fixed assets, this caption should equal (or at least approximate) the amount of net fixed assets minus related long-term debt.

- **Excessive designations of unrestricted net assets.** It is difficult to justify designating an amount of unrestricted net assets such that the resulting undesignated portion is negative.

Summary. Presenting financial statements in conformity with generally accepted accounting principles is a fundamental expectation of readers of nonprofit financial statements. 

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ECFA will be represented at the following events and meetings:

- May 29 AGRM (Association of Gospel Rescue Missions)
Seattle, WA
Dan Busby, Presenter
- June 26 Church of God Convention
Anderson, IN
Dan Busby, Presenter
- June 29 Bible League Board Retreat
Chicago, IL
Ken Behr, Dan Busby, Presenters
- July 20 Baptist Bible College
Clarks Summit, PA
Dan Busby, Presenter
- Sept. 18 Evangelical Development Ministries Conference
Chicago, IL
Ken Behr, Dan Busby, Presenters
- Sept. 21-22 Care Net National Conference
Denver, CO
Dan Busby, Presenter

• **Charity legislative proposals.** Check www.ecfamembers.org for the latest developments.

• **Non-resident aliens' rules change.** Notice 2005-76 provides new rules for determining the amount withheld from wages paid for services performed by non-resident alien employees within the US. It also provides new rules for completing Form W-4.

• **Deferred compensation regulations issues.** These regulations address the application of section 409A to nonqualified deferred compensation plans. *REG-158080-040*

• **Political activity and churches.**

The IRS examined 82 charities and churches that participated in some form of political campaign intervention during the 2004 election in violation of section 501(c)(3). IR-2006-36, FS 2006-17.

In most cases, the activities were isolated incidents, but in three exams the political intervention was so egregious that the IRS recommended revocation of tax-exempt status. In 55 cases, the IRS concluded political activity had occurred but did not recommend revocation; the organizations received written advisories. The IRS assessed an excise tax in one case and in 18 cases concluded no campaign intervention had taken place. The IRS found nonpolitical intervention violations including delinquent returns in five exams. Twenty-eight cases remain open.

Various violations were uncovered by the IRS. Charities and churches distributed printed materials encouraging their members to vote for a preferred candidate and some clergy endorsed or opposed candidates from the pulpit. Some charities and churches criticized or supported candidates through their websites while others handed out "improper" voter guides or candidate ratings. Other violations included displaying signs supporting particular candidates, having candidates speak at official functions in ways that constituted political intervention, and making cash donations to campaigns.

Fewer than half of the organizations contacted were churches, and, under the procedures of section 7611, a church tax inquiry was done before a church tax examination got under way. None of the three exams in which the IRS recommended revocation involved churches.

The IRS provided some examples of those it reviewed:


□ A charity executive endorsed a candidate in his column in the alumni newsletter. The endorsement constituted campaign intervention by the charity.

□ A minister of a church endorsed a candidate, but because the endorsement is not made at an official church function or in an official church publication and the minister did not state that he was speaking as a representative of the church, the endorsement is not campaign intervention.

□ A charity posted an unbiased, non-partisan voter guide on its website and included a link to the webpage of each candidate covered in the voter guide. Because the links are provided to educate voters and are presented in an unbiased manner, the organization did not intervene politically.

□ A church posted a message on its website that encouraged its members to vote for a town council candidate who is a member of the congregation. That is political intervention.

• **Down payment assistance programs.** The IRS is addressing abuses by exempt organizations in providing down payment assistance, particularly in relation to HUD's housing rehabilitation/resale program. "Voluntary contributions" by a seller to a down payment assistance organization was held to not qualify as a charitable contribution. The charity was portrayed as "encouraging the avoidance of federal income tax by inducing a seller of the property to make contributions to the charity in the same amount that the charity would gift to the home buyer and the home buyer would use to make the down payment. *PLR 200534022*

Ministries should exercise extreme care before becoming involved in down payment assistance programs. 

MEMBER NEWS

Changes to ECFA's Membership

New Members:

1. American Heritage Girls, Cincinnati, OH
2. Care Net Pregnancy Center of Central New York, Utica, NY
3. Gethsemane Garden Christian Centre Advisory Board, Charlotte, NC
4. Grace Brethren Investment Foundation, Winona Lake, IN
5. Greater Orlando Leadership Foundation, Orlando, FL
6. Harvey Cedars Bible Conference, Harvey Cedars, NJ
7. Jose Zayas Evangelism International, Portland, OR
8. Latin American Christian Ministries, Glendora, CA
9. Mainland China Mission International, Montgomeryville, PA
10. Mennonite Brethren Foundation, Hillsboro, KS
11. Midwest Baptist Conference, Park Ridge, IL
12. Morning Star Development, Colorado Springs, CO
13. New Beginnings Pregnancy Care Center, Granite City, IL
14. Orlando Union Rescue Mission, Orlando, FL
15. Partners in Compassionate Care, Grand Rapids, MI
16. Piedmont Women's Center, Greenville, SC
17. Priority One International, Richardson, TX
18. Truth for Life, Chagrin Falls, OH
19. ZOE International Ministries, Santa Clarita, CA

Name Changes:

1. Inspire International, Richmond, VA, was India Bible Literature International
2. Childcare Worldwide, Bellingham, WA, was Childcare International

Voluntary Resignations:

1. Acts 29 Ministries, Atlanta, GA
2. Chop Point, Woolwich, ME
3. Council for Christian Colleges and Universities, Washington, DC
4. EMERGE Ministries, Akron, OH
5. Evangelism International, Cordova, TN
6. Prakash Association, U.S.A., Cumming, GA
7. Rio Grande Broadcasting Corporation, El Paso, TX
8. Seminario de Gracia, Raleigh, NC

Discontinued Operations:

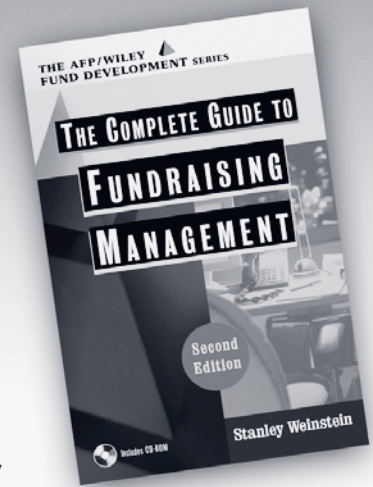
1. Mission Global Outreach, Austin, TX

Membership Terminated:

1. Grant County Rescue Mission, Marion, IN — failure to submit renewal information
2. American Scripture Gift Mission, Melbourne, FL — failure to submit renewal information

The Complete Guide to Fundraising Management

by Stanley Weinstein
350 pages. Hardcover.



This book provides a user-friendly roadmap for fund-raising. It is a practical how-to book tailored specifically for the needs of professional and volunteer fund-raisers. It moves beyond theory to address the day-to-day problems faced in organizations and offers sound advice and proven solutions.

The book and accompanying CD-rom include the following:

- The five principles of fund-raising
- Resource development strategies
- Information management techniques
- Guidelines for running major gift programs
- Sections on fund-raising by mail, telephone, and through special events
- Capital and endowment campaign key success factors

The Complete Guide to Fundraising Management

_____ copies @ \$25.00 (retail \$34.95)

plus \$2.07
shipping
per book

Total enclosed, including shipping: \$ _____

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Organization: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: (_____) _____

Credit Card: Corporate Personal

Card #: _____ Expiration Date: _____

Name on Card: _____

Signature: _____

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